

Facility Management Training and Qualification Program

Los Alamos National Laboratory
Laboratory Implementation Requirements, LIR 280-01-01.0
Issue Date: 6/11/98

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1.0 Introduction

1.01 Lessons Learned

Note: [Click here](#) for Lessons Learned *that may apply* to the requirements contained in this LIR.

The Facility Management Training and Qualification (FMTQ) Program is established to identify and provide the necessary knowledge and skills that facility managers (FMs), and facility management teams require to perform their jobs safely and competently. Demonstrating competency shall be an integral part of this qualification program. Qualification shall be achieved through traditional training methods (classroom, self-study), and, whenever possible, through demonstrated competency in the field.

The objective of this training and qualification program shall be to establish uniform training and qualification performance requirements for implementing institutional facility management training across the Laboratory. A graded approach shall be used to implement the facility management unit (FMU)-specific training requirements, based on the type of facility and the levels of hazards.

Note: Nuclear or high hazard facilities may require additional training requirements beyond those stated in this LIR.

Note: The specifics of implementation are stated in the Facility Management Training and Qualification Program Implementation Plan (Attachment 1).

Unless otherwise stated in the text, the contents of this LIR are effective upon the issue date.

This document establishes facility management training and qualifications requirements based on LPR 280-01-00.

See Attachment 3 (Guidance) for Recommended Major Implementation Criteria for Self-Assessment.

2.0 Purpose

The Laboratory FMTQ Program shall standardize and formalize knowledge, skill, and ability requirements for FMs and facility management team members. The Laboratory Facility Management Program, established through the Laboratory Implementation Requirements (LIR 280-02-01), identifies training and qualification as an essential process. The training and qualification process shall provide Laboratory personnel involved in facility management the training and qualifications required to successfully manage a facility.

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3.0 Scope and Applicability

The FMTQ Program shall apply to all Laboratory FMs, Deputy FMs, facility management teams, and other personnel required by the FM.

Note: The FMTQ Program is not intended to provide basic management skill training or professional certification/licensure; rather, it focuses on the competencies required for effective facility management.

4.0 Program Description and Requirements

Training requirements for FMs and facility management personnel shall comprise core institutional and FMU-specific training requirements. Core institutional training development, provided by institutional training organizations, shall be coordinated by the Institutional Facility Management Program Office (IFMPO).

The FMTQ Program shall consist of two components (see Attachment 1): Core and FMU Specific.

Core Component: Core institutional training shall be established to provide a base-line knowledge of facility management requirements and responsibilities.

FMU-Specific Component: Development of individual training plans for FMs and facility management teams shall be based on the Laboratory Facilities Standards competencies.

Training requirements shall include both core and FMU-specific training. Each component shall concentrate on the knowledge and skills necessary to complete the requirements. At a minimum, FMs shall be knowledgeable in:

- Tenant Operating Limits and Facility Operating Limits
- Configuration Management
- Asset Management
- Facility Work Management, and
- Project Management, including planning and scheduling.

Note: Laboratory, DOE complex, and industry lessons learned, along with best business practices and integrated safety management principles, should be incorporated into training.

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5.0 Responsibilities

5.1 Owning Division Director shall:

- ensure that personnel are trained and qualified to perform facility-management-related activities
- approve training and qualification requirements for FM and facility management teams
- approve FMTQ Program training plans for FM
- develop and implement FMU-specific training and qualification requirements.

5.2 Facility Manager (FM) shall:

- implement the FMTQ Program
- complete training requirements
- identify personnel who make up the facility management team
- determine core and FMU-specific training plans, both for themselves and their management team

5.3 Facility Manager Council (FMC) shall:

- establish facility management training priorities
- approve institutional facility management training requirements

5.4 Facilities Engineering (FE) Division Director shall:

- be responsible for the Facility Management Program and for ensuring that FMTQ implementation requirements are developed and used.

5.5 Institutional Facility Management Program Office (IFMPO) shall:

- track and update institutional facility management training requirements impacted by introductions of new Laboratory standards
- develop, document, and establish institutional facility management training and qualification program requirements

6.0 Qualification Requirements

FMs and facility management personnel assigned at the time of issuance of this LIR shall be qualified through successful completion of core and FMU-specific training as defined in the training program (see Attachment 1).

Note: FMs assigned at the time of issuance of this LIR may have their owning division directors evaluate their relevant work and educational experience, or that

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of their team members in lieu of FMU-specific requirements. Such experience may constitute an exception or equivalency and shall be documented by the owning division director.

FMs shall maintain their qualification through requalification or refresher requirements of the FMU-Specific Component. These requirements shall be established through a formal agreement by the FM and the owning division director as part of the FM training plan (see section 7.0).

Specific qualification requirements for facility management teams shall be established in the facility management training plans.

Facility managers assigned at the time of issuance of this LIR shall complete their qualification requirements within 24 months of this document's issue date. FMs hired after this document issue date shall document completion of the qualification requirements within 24 months of their FM assignment date.

7.0 Documentation

All facility management training shall be documented and entered into the Employee Development System (EDS). IFMPO shall maintain the formal documentation of the institutional FM training plan, including documentation and records. The FMTQ Program shall incorporate established institutional training and qualification requirements for documentation. Documentation of facility-specific elements of facility management training shall be the responsibility of the FM.

Note: IFMPO can provide review of facility-specific documentation upon request.

Note: Guidelines for documenting work experience, training or education equivalencies are described in LS113-12, LANL Worker Qualification/Certification.

FMs shall document all FMU-specific qualification equivalencies or exceptions accordingly. Equivalency or exception for core training shall be submitted to, documented by, and approved by IFMPO.

8.0 Program Evaluation

The effectiveness of the FMTQ Program shall be evaluated periodically by IFMPO, with participation from FMs and facility management teams. Institutional FM training and qualification deficiencies shall be addressed by IFMPO. Critical deficiencies identified through the evaluation process shall be communicated to FMs and their staffs. Formal training, if required, shall be established after analysis by IFMPO and approval by the FMC.

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Note: The IFMPO can review facility-specific training deficiencies and provide assistance when requested.

9.0 References

9.1 Document Ownership

The OIC for this document shall be the FE-IFMPO

9.2 Referrals

IFMPO
FE-DO
HR-Training Integration Office

9.3 Documents

LPR 280-01-01, Managing Facility Human Resources
LPR 200 Series, Laboratory Facilities Standards
LIR 280-02-01, Laboratory Facility Management Program
LIR 250-02-02, Facility-Tenant Agreements
LIR 230-03-01, Facility Management Work Control
LIR 402-10-01, Hazard Analysis and control for Facility Work
LIR 230-01-02, Graded Approach for Facility Work
LIR 230-03-02, Maintenance Skill of Craft
LIG 240-01-10, Facility Safety Plan
LS 113 Training Series
10 CFR 830.120, Nuclear Safety Management–Quality Assurance Requirements
DOE Order 360.1, Training
DOE Order 5480.20A, Personnel Selection, Qualification, Training, and Staffing Requirements for DOE Nuclear Facilities
DOE Order 5700.6C, Quality Assurance

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10.0 Attachments

- 10.1 Attachment 1: Facility Management Training and Qualification Program Implementation Plan**
- 10.2 Attachment 2: Guidance for FM-Specific Component Implementations.**
- 10.3 Attachment 3: Recommended Major Implementation Criteria for Self-Assessment**

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Attachment 1

Facility Management Training and Qualification Program Implementation Plan

This attachment details the implementation plan requirements that shall be completed for facility management training and qualification. FMs shall be responsible for implementing the FMTQ Program for themselves, and for their facility management team members.

Training development shall be coordinated by IFMPO and provided through the institutional training organizations. Training shall be delivered through self-study, on-the-job training, seminar/workshops, and/or lectures, using the Laboratory's Layered Instructional Systems Training methodology and performance-based training process. IFMPO shall contact newly assigned FMs upon hire for orientation to the FMTQ Program. Facility management training and qualification shall be implemented by the following components.

Core Component

The core institutional training requirement for all facility management personnel provides an overview of the Facility Management Program at the Laboratory and a base-line knowledge of facility management requirements and responsibilities. Core requirements shall include:

- Facility Management Overview – Self-Study, EDS# 11875
- Work Management Process Overview – Self-Study, EDS# 15329
- Work Management System Overview, EDS# 15878
- Project Management for Facility Managers, EDS# 16252
- Implementing A Configuration Management Plan, EDS# 16253

Note: Seminars or workshops may be used to supplement the self-study materials when additional topics need to be covered.

Existing Lab-wide training shall be used where applicable to subject being presented or studied. FM feedback, programmatic or institutional changes to requirements, and/or corrections or modifications to the training shall be reviewed annually. Critical impacts, those which may compromise the Laboratory mission, the health & safety of workers, and the environment, shall be communicated to the FM as they are identified. Training schedules for facility management personnel shall be established by the FMs.

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FMU-Specific Component

The FMU-specific component shall identify the knowledge, skills, and abilities FMs and FM personnel required to implement the facility management requirements. This component shall address FM-identified training requirements which provide the basis for training plans for themselves and their facility management teams. Training plans shall be developed based on the Laboratory Facilities Standards which shall include the following major areas of competency:

- Facility Planning, 210 LPR series
- Facility Projects, 220 LPR series
- Facility Assets, 230 LPR series
- Facility and Operations Limits and Configuration, 240 LPR series
- Facility Business, 250 LPR series
- Inspection, Testing, and Calibration, 260 LPR series
- Assessment for Effectiveness of Facility Operations, 270 LPR series
- Management, 280 LPR series.

Note: For each Facilities Standard, performance criteria have been established. The Facilities Standards and associated performance criteria are located at the following web site: <http://iosun.lanl.gov:1800/LABREQ/fm/fm.html>.

Individual training plans shall be developed using a graded approach for each FMU. Performance criteria shall specify the minimum performance levels for satisfying the Laboratory Facilities Standards. Additional Laboratory standards (e.g., work-smart ES&H standards) shall be incorporated into the Facility Management Training and Qualification Program as each is developed and implemented.

Training activities shall be aligned with the established performance criteria and shall include Laboratory or FMU-specific training courses that are assigned EDS numbers. Equivalencies shall be documented and aligned with the performance criteria and shall include external vendor training, academic course work, professional certification, or demonstrated experience, where appropriate.

Specific training activities for FMs and their team members shall be determined by the FM and shall be based on the:

- type of facility (nuclear, nonnuclear high hazard, nonnuclear moderate hazard, nonnuclear low/no hazard)
- level of performance required (familiarity or working-level knowledge)
- agreements made with the owning division director.

The IFMPO shall provide guidance and assistance for implementation, as requested by FMs.

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ATTACHMENT 2

Guidance for FM-Specific Component Implementation

Subsequent to the identification of specific responsibilities for the FMs and facility management personnel, the FMs may use the following guidance to develop individual training plans for FMs, and facility management personnel.

For each performance criterion (or group of performance criteria) listed, the FM should complete the following action steps.

Action 1: Identify and list regulatory or institutional facility management training requirements (e.g., lockout/tagout, radiological worker, etc.) by facility type (nuclear, nonnuclear high, moderate, low/no hazard) for the FM, the entire facility management team, or the specific facility management team member or service/support individual.

Action 2: Identify and list the level of training, familiarity (F) or working (W), required for the FM, the entire facility management team, or the specific facility management team member or service/support individual. Familiarity-level implies knowledge base only; whereas working-level implies performance of specified activities.

Action 3: Identify those performance criteria already established in FMU-specific training.

Action 4: Describe the type of training (SOPs, classroom lecture, OJT, work experience, education, read and sign, or other) used to meet each performance criteria, if applicable, and how the training is documented.

Guidance

Attachment 3

Recommended Major Implementation Criteria for Self-Assessment

(Non-Mandatory)	
LIR Title	LIR Number
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The major implementation criteria listed below are provided to assist Laboratory organizations assess their implementation of this LIR. These criteria provide an objective basis for self-assessing implementation of the major requirements contained in the LIR. The LIR also states requirements in other areas, such as, scope, precautions, and responsibilities that, when applied, complement the successful implementation of these major requirements.

- 1. The most important criterion for assessing the implementation status of this LIR should be, if applicable: Have the requirements contained in the LIR been communicated to the individual(s) responsible for performing the work?**
- 2. In addition, the recommended major implementation criteria for self-assessment of this LIR are the following:**
 - Facility Management support personnel and facility tenants are trained and qualified to meet the Facility Management Standards, as appropriate. This includes, but is not limited to, knowledge of the design features and operating limits of the facility and tenant agreements, Facility Management Unit configuration management program, and the Facility Management Unit maintenance program.
 - Formal agreements between Facility Management and LANL support service organizations includes training responsibility of support service personnel.
 - The Facility Manager has determined the minimum level of training required. This determination uses a graded approach based on the degree of hazard or mission importance.
 - The Facility Management Unit work control process ensures that training and qualification (s) for the work are specified.
 - A facility-specific training program that includes implementation, maintenance, and communication is in place.